SCANDITRONIX’ BUSINESS

IN SAINT-PETERSBURG

A success story in the ex-Soviet Union*

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Background

This paper presents a case study of a Swedish firm’s entry in the former Soviet Union. It illustrates the process through which Scanditronix, a Swedish firm, was able to procure business in Saint-Petersburg. The study illuminates the importance of personal relationships and network contacts in doing business in a global environment. Additionally, it is revealed that in the former Soviet Union, which is generally perceived as a difficult market for foreign firms, personal relationships at high levels in the political hierarchy can be an invaluable resource to cut across and perform in the sluggish bureaucracy. Furthermore, the experience of the Swedish firm shows that there are competences in the Russian firms which could be of value to the western firms.

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1. INTRODUCTION

The purpose of this paper is to provide a detailed description and analysis of how a high-technology Company, Scanditronix AB, located in Husbyborg, Sweden, managed to build a sound and mutually profitable business relationship with the Institute of the Human Brain, in Saint-Petersburg.

We will see how Scanditronix, although it does not have any specific marketing organization dealing with the Soviet Union, succeeded in keeping itself informed about business opportunities arising in that part of the world, through after-sales service and an efficient network of business relationships.

This essay is aimed at emphasizing the different steps that led to the already mentioned result. To do so, we divide the relationship into separate episodes which we analyse in the framework of the Interaction Theory. Time is of the highest importance. This is why the structure of this case is nearly exclusively based on the chronology of the different activities.

After having introduced the main participants, we present, step by step, the exchanges that constitute this relationship. We grouped activities and exchanges in six generic episodes, or stages, starting from the point where the future user decides to acquire a PET system.

In an attempt to bring together the description of the relationship and the analysis of its different steps, we integrated our comments to the description, that is, to the story as it was related to us. This gradual analysis covers topics like actors involved, cultural distance, mutual commitment and contact pattern. It is placed at the end of each section and is finally completed by a few synthesis diagrams that will summarize this essay's main conclusions, in a more global perspective.

We based our writing on several interviews performed at Scanditronix' premises in Husbyborg (Sweden), as well as at the Institute of the Human Brain in Saint-Petersburg.

At Scanditronix, we repeatedly interviewed Bernt Malm, marketing manager of the Nuclear Medicine Division, and Harry Ranta Eskola - one of Scanditronix’ few economists - project leader. In Saint-Petersburg, we met Galina Grachova, a biochemist from the Institute of the Human Brain, who plaid an active role in the building-up of the relationship described in the following pages.
2. THE SUPPLIER AND THE PRODUCT:
SCANDITRONIX AB AND THE PET SYSTEM

2.1. Historical background
Scanditronix AB was founded in 1965 by the previous president of SAAB, Curt Milekowski. Its purpose is to design and manufacture instruments and equipments for research and special applications.

At the end of the 1960's, programs were initiated in order to develop cyclotrons for medical investigation and treatment. Scanditronix’ largest project in this field was the development, manufacturing, installation and commissioning of a large research cyclotron for a German research institute, the HMI (Hahn-Meitner Institute), in West Berlin, from 1973 to 1977. The project generated considerable expertise and experience within the Company. This expertise has been used to further develop its models of cyclotrons, mainly within the medical area.

The medical applications concentrate on the production of short-lived and long-lived radioisotopes and on radiation therapy by means of neutron beams.

From the very beginning, Scanditronix inc. in the United States and Scanditronix S.A. in Switzerland were set up for sales and service in North America and Southern Europe. Over the last few years, Scanditronix has also made strategic integrations of other companies into the Scanditronix Group.

2.2. Scanditronix today
Scanditronix is one of Sweden's most advanced high technology Company. It has a turnover of 250 million SEK. The staff consists of some 200 employees, most of whom are highly-educated engineers and physicists. Scanditronix is principally owned by four public companies: Atlas Copco, Hexagon, Ratos and Patricia.

The Company is divided into three main branches:

- the Radiotherapy Division.
- the Nuclear Medicine Division, which includes the Scanditronix cyclotron and positron camera programs.
- the Special Products Division is in charge of projects for technical and scientific applications.

2.3. Product
The principle underlying the core activity of Scanditronix is that, through the process of particle acceleration technology, it is able to produce radiation which could be used for various purposes. The particle acceleration is carried out in an accelerator and it is for this reason Scanditronix was first started. They started by
manufacturing customerized accelerators, spectrometers etc, to Physics institutions for research purposes. The whole activity was not based upon some exclusive patent tight but could be classified as an engineering consulting activity. The firm, through close and direct interaction with the institutes, could build the products exactly fitted to the customer’s specifications and needs.

This business concept, based on accelerator technology, was successfully adapted so that it could also be applied in diagnostics and radiotherapy in hospitals. In the area of radiotherapy, the firm successively developed an advanced high energy radiation system which could be used to treat cancer tumour cells with high precision. This system has the relative advantage to “reproduce” an exact copy of the tumour which is a great advantage to the other system which could only radiate in a “quadrant”. This system has been sold to very large and advanced hospitals with in-house research facilities. In the area of diagnostics, the firm sells systems for cancer treatment (PET-system) and dosimeters for measuring radiation. Dosimeter is the only product that is manufactured in series and this product was internalized through take-over of another firm, Theodoros in Uppsala in 1984.

Positron Emissions Tomography (PET), is a relatively new instrument in medical technology. This instrument enables to study bio-chemical processes in the human body. In short, the procedure is that the medicine is “illuminated” with a short-lived radioactive isotop. After that, the radioactive substance is injected into the patient and the distribution of the substance in the patient’s body is monitored with a positron camera. A complete PET-system consists of three units: cyclotron, chemistry system and the positron camera.

Cyclotron is a type of particle accelerator in which particles, mostly positron and neutrons, accelerates in a powerful magnetic field at very high acceleration. In the PET-system, the cyclotrons are used to produce the short-lived isotops which are necessary for PET examination. A basic element such as nitrogen gas, is "shot" with positrons. On collision, a new element with an instable core is produced. In this case, oxygen is produced. This radioactive substance is subsequently distributed to a special chemistry system for chemical treatment. The substance that is to be injected is then “illuminated” by the radioactive isotop which is produced with the help of cyclotron.

The camera can be used to monitor how the substance is distributed in the human body. It is also possible to generate information about what type of biological processes are at function in different parts of the body. The picture is in the form of an incision, very alike pictures from a datormograph, and gives a three-dimensions picture about the area examarked.
3. SCANDITRONIX’ GENERAL ENVIRONMENT

3.1. The agreement with General Electric

Until recently, Scanditronix manufactured and sold positron cameras, and was considered as a market leader in that field. However, in 1989, they decided to collaborate with General Electrics. The American Company took over the PET camera business.

Before this agreement, there were no intermediaries between Scanditronix and the final users of its equipment. As a result of this cooperation, Scanditronix now sells cyclotrons and chemistry systems to General Electrics, which in turn completes the system with the positron camera and thereafter sells the package as a whole to the customer. One of the main reasons for cooperating with G.E. is that Scanditronix is able to benefit from G.E.’s large marketing and sales organization.

However, the deal described in this paper took place at a time Scanditronix still marketed PET cameras, that is just before their agreement with G.E.

3.2. Competition

The market for PET cameras and cyclotrons is small, homogeneous and dynamic. The degree of concentration is fairly high, a few companies are responsible for a major share of total sales. Scanditronix has positioned itself at the top of the technology in its specific field of operation. Its prices are relatively high, but that does not hinder the Swedish firm from being market leader.

Its main competitor is a German Company: Siemens. There is also a Belgian, an American, and a Canadian firm. The latter applies a low price strategy and consequently does not really compete on Scanditronix’ segment whose customers usually emphasize quality rather than prices; they simply do not have enough confidence in low price equipments. Scanditronix is aware of the dynamic activities taking place in Japan, but so far, Japanese companies such as Mitsubishi and Toshiba have not exported their equipment.

According to Bernt Malm, the equipments produced by the competing firms are fairly similar, except in the case of the Canadian firm. The different companies have reached a technological level at which it is difficult for them to get a significant technological edge over their competitors.
3.3. The market

There are relatively few potential customers worldwide. Two main types of customers for cyclotrons are:

- Hospitals highly involved in research activities (mainly university hospitals)
- Large pharmaceutical companies manufacturing different radioisotopes.

Customers for the PET business are to be found among hospitals and research institutes.

Although there are few suppliers worldwide, potential customers are not numerous either so that the competition is usually fierce for each order. However, the world market seems to be divided into influence areas where the environment is more favorable to one supplier.

Given the superiority of the PET technology in the investigation of the brain, demand for this type of equipment and other components of the PET system should continue to grow steadily in the years to come. Moreover, systems devoted to radionuclide production and based on Scanditronix’ cyclotrons are in growing demand.
4. SCANDITRONIX IN THE SOVIET UNION: A NEW POTENTIAL PARTNER ARISES

This section is aimed at introducing the different participants, their experience in East-West trade relationships, their motivations and general attitude in this field, at the time when there was no direct contact between them.

4.1. DESCRIPTION

4.1.1. Scanditronix’ past experiences in the Soviet Union

In 1982, Scanditronix had its first business contacts in the Soviet Union. Thanks to the collaboration that exists between Moscow’s Medical Research Institute and Uppsala University, they had been informed that a PET project was to take place in Moscow, in the Kremlin’s hospital, that is “in the most likely place for a PET system to be installed in the Soviet Union”: the capital of the country.

On this occasion, Bernt Malm had several discussions, mainly with Russian scientists. He tried to promote his project with the help of a Professor from Austria. He knew that person had contacts with individuals at a suitable level at the Kremlin. Although the project looked promising, these potential partners never received the financing required for the project to become reality.

Except a big annual three-weeks health care exhibition in Moscow in the beginning of the 80’s, the next opportunity Scanditronix had to have business talks in this country was in 1989, when they engaged negotiations with the Institute of the Human Brain (IHB), in Saint-Petersburg. Before having business relations with the Institute of the Human Brain (IHB), Bernt Malm had already heard about it, but he did not know they were considering the acquisition of a PET equipment in the nearest future.

4.1.2. Usual attitude towards East-European markets

Bernt Malm acknowledges Scanditronix does not have any active marketing strategy for the Soviet Union. Basically, they consider all the world to be their market but, before this business in Leningrad, sales were mainly concentrated in Western Europe, North America and Japan.

Apart from their attempt to get an order in Moscow in 1982, they did not make any effort to enter the Soviet market. Their sales and marketing staff for the Nuclear Medicine Division consisted of three people: Bernt Malm, Ralf Kjellström and later on, Sören Johansson. Initially, they had divided the world into different groups of countries but they never appointed anyone for the Eastern block.
Even today, their policy has not changed in that respect. They prefer to rely on their informal network of contacts to be informed of what is happening in the field of PET. “In business, personal contacts and relations are important in any country of the world, but in the Soviet Union, they are very important. It is more tricky to do business there” says Harry Ranta Eskola.

It is rather common the users of Scanditronix’ equipments quote Scanditronix when describing experiments in scientific articles. Among these people is Doctor Henry Wagner, a famous PET user from Baltimore, USA. Doctor Wagner, who is using Scanditronix’ equipment for his research at the John Hopkins Hospital in Baltimore, is often publishing articles and taking part in congresses. Besides, he has contacts with Doctor Medvedev, who is at the head of the mother institute of the IHB.

At the time they negotiated the deal with the Institute of the Human Brain, Scanditronix’ representatives did not have any personal contacts with Soviet political authorities. Since they know how important that kind of approach is, in May 1989, when Mister Reagan met Mister Gorbachov on a ship in the Mediterranean, they tried to have their business on the agenda but it did not work out.

4.1.3. The Institute of the Human Brain

The Institute of the Human Brain is a fairly young research center located in Saint-Petersburg. It was created in 1990 by two different laboratories of the Institute for Experimental Medicine:

- The Department of Neurophysiology
- The Laboratory of Positron Emission Tomography

The Department of Neurophysiology has a long history in the investigation of the human brain and its neurophysiological processes, brain sicknesses and their treatment.

Doctor Bechtereva Medvedev who is at the head of the Institute for Experimental Medicine is an academician and used to be a member of the Supreme Soviet.

In order to investigate more thoroughly brain activity in vivo, the Institute decided to consider the acquisition of “the most sophisticated equipment”, that is a Positron Emission Tomography Camera together with a small cyclotron. It is in

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1 In fact, Scanditronix usually does not publish any advertisement in magazines except in the United State, through their local branch. Neither do they implement any specific action towards the scientific press. Only exceptionally, and again in the United States, they hire a journalist to write an article that they publish in some journals against payments.
this framework that the Institute of the Human Brain was created. The sun of Doctor Bechtereva Medvedev, Doctor S. Medvedev, who was the chief of the laboratory of PET at that time, was appointed director of the newly created institute.

4.1.4. How the Institute decided to purchase a PET system from abroad

The Institute first tried to develop a PET equipment in house with the help of other institutes and firms in Saint-Petersburg and Moscow. However they soon realized that it would take a very long time to do so and, since no PET system was produced in the Soviet Union, they decided to buy it abroad.

The prospection of the potential suppliers was made easier by the available scientific literature on the subject. Scientific articles usually refer to the origin of the equipment used in the experiment described (see above). This is how they came to the conclusion that there were very few suppliers worldwide.

As far as the cyclotron is concerned, good ones are available in the Soviet Union and it is theoretically possible to use them in combination with another supplier’s PET camera. The delivery time for Soviet cyclotrons is much longer though and the supply is never sure. As a consequence, they dropped this solution.

In the rest of the world, the number of potential small cyclotron suppliers was rather limited too. Bernt Malm, Marketing Manager of Scanditronix, quoted six of them:

- two Japanese companies: Japan Steel Works and Sameto
- a Belgian firm, IBA, that did not produce small size cyclotrons at that time
- an American Company, CTI
- a German one, Siemens
- and Scanditronix

However, they finally considered it to be more reliable to purchase both the cyclotron and the camera from the same supplier so as to guarantee full compatibility of their equipment. In an attempt to benefit from the State’s support, they wrote several letters and took contacts at the highest political levels. Mr. Gorbachov himself was approached during this process. He personally signed official documents conferring high priority to the Institute’s project.

4.15 "Customer-user" versus "customer-buyer": a few words about Soyuzdravimport

In the former Soviet Union, every time goods or equipments had to be purchased from abroad, the final user of these products usually did not participate in the purchasing process. For each field of activity, a special Foreign Trade
Organization would handle the business relationship and purchase for the user (this was also the case for export activities).

In the business described in this paper, the Foreign Trade Organization involved was Soyuzzdravimport. This organization’s field of operation is limited to the import of medical equipments.

In this essay, we will refer to Soyuzzdravimport as “the tustomer-buyer” and we will use the expression "customer-user" when talking about the participant that will actually use the equipment, that is the "Institute of the Human Brain".
4.2. COMMENTS

4.2.1. Organizations, individuais and contact pattern

Our different diagrams represent the world. On the tight side is the Soviet Union, and on the left is the rest of the world, or more precisely, the rest of the Northern hemisphere.

Diagram 1 illustrates the way we perceive the situation in the preliminary stage of the relationship, that is, at a time when none of the three main entities have direct contacts with each other. In the following paragraphs, we discuss the different participants’ roles and at the same time we comment on the contact pattern.

Diagram 2:

The full lines rectangle represents the Institute of the Human Brain (IHB). They have no direct exchanges with Scanditronix yet. Although they have no contact with Scanditronix anymore, we represented Moscow’s Medical Research Institute (dotted lines rectangle) as we believe they still shape the individuals’ attitude, ten years later (see next section).

The issue of how the Institute of the Human Brain managed to get the financing although it was in competition with Moscow is not directly connected to the exchanges between Scanditronix and the Institute of the Human Brain. However, it is a crucial element of context.
The scientists who were pushing Moscow’s project were well-known. However, Bechtereva Medvedev, who supported the Institute’s project, apparently played that role even more efficiently. In addition to being an academician, she was, at that time, member of the Supreme Soviet. Bechtereva Medvedev is an influential actor in this case and we will try, in the following sections, to assess the role she may have played in the selection of a supplier.

The triangles that appear on the diagram illustrate the presence of research centers and hospitals using PET technology in other countries of the world. A part of them are using Scanditronix’ equipment and have contacts with colleagues in other organizations, even in the Soviet Union. Scanditronix benefits from this information channel.

Furthermore, as we mentioned before, these scientists often take part in exhibitions and write articles in scientific magazines. They regularly refer to the origin of the equipment they use for their research, and in doing so, they obviously contribute to Scanditronix’ reputation. For this reason, in the diagram, we clearly connected them to Scanditronix and the Institute of the Human Brain, so that the latters are in fact indirectly linked to each other. Of course, the same is true for Siemens.

All the ellipses represent companies or organisations that actually produce or try to produce PET systems or components. Some of them are located in Russia and, in this preliminary stage, the Institute is trying to develop its own PET system with their collaboration. In Western countries, some of them have contacts with PET users or with other producers for subcontracting or licensing agreements for example. One of these ellipses is Scanditronix (Scx) and the bigger one stands for Siemens.

4.2.2. Commitment and adaptation

At this stage, Scanditronix is not committed to potential Soviet partners. Instead of having an active approach towards them, the Swedish Company prefers to wait until the Russians take the first initiative. In ten years, Scanditronix took part in only one exhibition in the Soviet Union although these events take place yearly. Instead, they rely on an extended network of specialists.

Neither do they have any specific marketing strategy regarding the Soviet market. The latter is not considered to be worth any marketing investment as they do not expect any order to be placed in the current Soviet economic context. The failure of the Moscow business for financial reasons at a time the economic situation of the Soviet Union was less dramatic, certainly influenced Bernt Malm’s expectations.
Although the Saint-Petersburg contract proves that they underestimated the Soviet market’s potential, it also shows how efficiently their “network” worked. We will come back to this point. In their previous attempt to supply a PET system in Moscow, they had already been involved in the project thanks to one of their partner organizations (In this case, representatives from Uppsala University who had contacts with Moscow’s Medical Research Center).
5. THE FIRST DIRECT CONTACTS...

How Scanditronix heard of the Institute’s project and reacted to the initial stimulus; personal contacts prove to be an efficient marketing tool; after doubt, growing interest; the role of distance and preconceived ideas...

5.1. DESCRIPTION

The technology involved in PET equipments is so advanced and complex that Siemens and Scanditronix turned out to be the only companies to master and commercialize the required material. Their usual competitors appeared to be a step behind in the development process.

Given their needs and preferences, the Russians did not have many possible solutions. They decided to contact the two companies that were most likely to fulfill their requirements. They first got in touch with Siemens as the German Company already had an office in Moscow at that time. They received written documentation. Siemens representatives presented lectures in English (the Institute’s people mastered that language well enough - at least some of them).

They tried to contact Scanditronix. This was more difficult as the Swedish Company does not have any representative office in the Soviet Union.

Bernt Malm was informed for the first time about the Institute’s PET project a few weeks before Christmas 1988. He received a phone call from Prague. Professor Videen, from Karolinska Hospital in Stockholm, informed him that there was some interest for a PET system in Leningrad and that it was worth a visit there. The PET specialists form a limited community. Professor Videen had contacts with Betchereva Medvedev and other scientists from the Institute for Experimental Medicine. This is how he was informed about the Institute’s future plans.

Karolinska Hospital and Scanditronix - which installed a cyclotron at the Hospital - regularly have formal collaboration agreements. For example, the PET camera commercialized by Scanditronix was developed by scientists from the hospital. The hospital sometimes also tests Scanditronix’ equipment.

After having been informed of the Institute’s project, Bernt Malm simply sent documentation to Leningrad.

Professor Videen called him again to stress the importance of the business and urged him to go and visit the Russians. However, even at that time, Bernt Malm acknowledges he did not consider it to be urgent. "I have been in this business for so long a time: I know that when people start talking about it, saying that it is
urgent, it is still two years away”. Clearly, in his opinion, it would take a minimum of two years to build up a successful relationship leading to an order.

So he did not go to Russia tight away, although he had understood it was necessary to pay a visit there. Since he was going to East-Asia at that time of the year, one of his colleagues, Söran Johansson, visited the Institute.

From the very beginning, three scientists of the Institute were directly and actively involved in the process: Professor Grachova, who is a biochemist, Professor Medvedev (the son of Betchereva Medvedev), a physicist, and Professor Pakomov, a mathematician. “The complexity of the technology used in PET systems is so important that cooperation between us was necessary to investigate the equipment and take a decision” says Galina Grachova.

On the occasion of this first visit, Mister Johansson, who is Bernt Malm’s Sales Engineer for the Nuclear Medicine Department, did a presentation at the Institute and, during the same journey, went over to Moscow together with the Institute’s scientists to visit Soyuzzdravimport, the organization that was in charge of the purchase.

At that time, the Institute’s people had already started to compare Scanditronix and Siemens’ equipments. They had gathered all the available technical documentation necessary to take a decision, i.e. the description and characteristics of the equipment needed. They had also pointed out in each company’s offer the items they wished to buy and had defined detailed specifications.

Early in January, Scanditronix sent quotations to Soyuzzdravimport. Indeed, the payment was to be done through the import organization whose people were bound to intervene a great deal in all discussions about prices and financial aspects.

At that stage of the process, the Russians started to compare both offers in terms of prices and specifications.
5.2. LOMMENTS

5.2.1. Organizations, individuals and contact pattern

The following diagram is built on the same model as the first one. Some actors have lost their say while others are reinforced and new actors appear.

**Diagram 2**

In diagram 2, we erased all companies but Siemens and Scanditronix, as these are the only ones that will directly intervene in the negotiation process. For the same reason, we did not represent the numerous minor subcontractors of Scanditronix. The small double circle on the “Soviet territory” stands for Siemens’ office. It certainly contributes to this company’s notoriety and allows it to be very easily and quickly contacted by the Institute’s people.

A new participant appears on the scene: Soyuzzdravimport (SZI), the State import organization responsible for the actual financial and administrative purchasing process. We introduced Soyuzzdravimport in the previous section of this paper. At this stage, Scanditronix’ contacts with SZI were limited to one presentation of the PET system by Söran Johansson, the sales engineer of the Nuclear Medicine Division.
Due to the value of the equipment purchased, to the particularly high degree of sophistication of PET technology and to the fact that no other PET system had been purchased in the Soviet Union before, the user really played an active role in every stage of the negotiation process. Actually, the customer-user clearly gave the initial stimulus, and then pushed the process to the signature. However, this was not a common situation in the Soviet Union. In most cases, the whole process was handled by experts of the State organization.

The users - namely Professor Videen from Karolinska Hospital - play a crucial role. At this stage, Professor Videen does not only contribute to the company’s notoriety and transmits useful information, he also suggests specific actions to the Marketing Manager of Scanditronix. When Bernt Malm, because he is sceptical about the outcome of such initiatives, fails to react promptly, Professor Videen calls him again to underline the interest of the business.

5.2.2. Commitment and adaptation

Due to his preconceived ideas about Soviet partners, it will take some time before Bernt Malm reacts to Professor Videen’s advice. Obviously, he is doubtful about the Institute’s capacity to get its project sponsored by the State. In that respect, his personal experience is important. A few years before he committed himself to place an order in Moscow and although it was promising, it finally failed.

His first reaction was to send documentation. After Professor Videen’s second intervention, one member of his marketing staff paid a short visit to the Russians. Thanks to their office in Moscow, Siemens’ representatives answered more rapidly to the Institute’s inquiry.
6. A MAJOR CHANGE OCCURS IN THE CONTACT PATTERN

How Scanditronix’ representatives involved themselves in the process so as to get their equipment accepted and even supported by the users; from vague interest to real implication in the project . . .

6.1. DESCRIPTION

Bernt Malm also paid a visit to Russia together with Sömn Johansson. According to Scanditronix’ Marketing Manager, from this moment on, the users really collaborated with Scanditronix’ representative to have the project accepted in Moscow. Of course, during negotiations with Soyuzzdravimport, the users (the Institute’s people) were “sitting at the other side of the table”.

According to Bernt Malm the business conversation he had with Soyuzzdravimport was rather normal except that some of the Soviets who did not speak English fluently needed translations, which considerably slowed down the pace of the negotiation. Soyuzzdravimport representatives obviously knew how they had to handle the procedure. Basically, each of them was specialized and responsible for a specific aspect of the deal.

They started to negotiate about the financial aspects of the contract.

The users had also received an offer from Siemens. However, according to Bernt Malm, at the time he visited them, they had already made up their mind. Nevertheless, both offers were submitted to the import organization. The user’s task was to point out the characteristics that were important to them and the equipment they wished to work with.

Some time later, in the beginning of the year 1990, Scanditronix’ representatives visited Soyuzzdravimport again.

According to Galina Grachova, the decision to purchase from Scanditronix was taken in Japan while Doctor Medvedev, Doctor Pakomov and herself attended an annual congress about PET at which the two rival companies’ representatives were present. Stig Lindberg was representing Scanditronix. Henry Wagner from Baltimore and Bengt Langström, director of the PET center of Uppsala University also attended the conference.

“For an equivalent price, Scanditronix offered better technical characteristics, more by-equipment such as a special robotic system, and more interesting investigation opportunities.” The package consisted of the following elements:
- a small cyclotron
- a Positron Emission Tomography camera
- hot cells and chemicals
- a computer and the special **robotic** system

This impression is confirmed by Bernt Malm: “At the time of this business, Scanditronix was market leader in the **field** of PET and probably **offered** equipments with **superior** characteristics **compared** to its **competitors**. Scanditronix had no difficulties in convincing the **Soviets** to **purchase** their equipment. After my **first** visit in Leningrad, I was quite sure they would go for Scanditronix”.

Harry Ranta Eskola, who was later on appointed as **project** leader for the installation contract (see **below**), wonders whether Siemens **showed** enough interest, that is, whether they **believed** soon enough that this was something serious.

The users’ **first** visit to Scanditronix’ plant, in Husbyborg, took **place** before the signature of the main equipment contract. At this stage, a gentlemen’s agreement had already **been** made and **orly** a few details still had to be **discussed**. **Since** they had already made up their mind about their **future supplier** they declined a **similar** invitation from Siemens. Their stay was **devoted** to the resolution of a few **technical** problems **among** which the determination of the computer system that would be included in the equipment **package** (see next **section**).
6.2. COMMENTS

6.2.1. Organizations, individuals and contact pattern

Diagram 3

At this stage, Bernt Malm personally gets involved in the relationship between Scanditronix and the Institute. Scanditronix’ equipment is of such a high technical level that its representatives need to have intensive informational exchanges with the Institute’s scientists.

Together with Sören Johansson, they meet the users again and pay a visit to Soyuzzdravimport together with them. However, the shape of the contact pattern is now completely different. Actually, the users have already made up their mind about what Company should supply the Institute. Consequently, they cooperate with Scanditronix’ representatives to have the project accepted by Soyuzzdravimport.

We can view this business as a two-stage negotiation process taking place among three main participants. First of all, Scanditronix’ representatives had to focus on their interaction with the users, so as to make sure that their offer had their preference, and that they agreed on a package. This episode of the relationship is described in the previous section.

The second stage consisted in convincing the purchasing organization, Soyuzzdravimport, that the user’s choices were pertinent. This stage was
performed in "cooperation" with the users themselves as the Institute’s people acted rather like a scientific advisory body. This episode is related in the present section.

The employees of Soyuzzdravimport, although they have some experience of technical discussions, are essentially bureaucrats and are not skilled enough to handle the whole negotiation in such a complex area. It was the first time ever that this type of equipment was purchased in the Soviet Union.

Besides, the interaction between Scanditronix and the users is reinforced by the Institute’s scientists visit to the supplier’s premises. This new exchange was of course characterised by the intervention of new individuals on Scanditronix’ side. At this stage of the relationship, the majority of the Nuclear Medicine Division’s members were involved.

To illustrate the agreement made between the Institute and Scanditronix we surrounded their respective icons in the diagram by an ellipse.

Before the Institute decided to purchase the PET camera, Bechtereva Medvedev had contacts with Professor Videen, who is head of the Neurophysiology Department of Karolinska Hospital. According to Bernt Malm, the fact that the user, notably through Doctor Beretcheva Medvedev, had had contacts with Karolinska Hospital certainly played a role in the business relationship. Specialists from the Hospital are using equipment supplied by Scanditronix and often cooperate with the Company (see above). As a consequence, the fact that the Russians wanted to cooperate with them might have played a role in the decision-making process in the sense that they might have found it more comfortable to use the same equipment.

Even though Beretcheva Medvedev never physically attended any of the meetings or business negotiations that took place between the different participants, she may thus have played a major role in the process (in addition to her potential political influence in the financing procedure) due to her relations with users of Scanditronix’ equipment, namely Doctor Videen and Doctor Wagner.

6.2.2. Commitment and adaptation

Due to their background, Scanditronix’ engineers feel more at ease in their relationship with the Institute’s scientists than with Souzzdravimport’s bureaucrats.

So far, Scanditronix’ representatives had not really committed themselves to the Russians. Now, exchange after exchange, more and more individuals are involved in the relationship on the part of Scanditronix: first Bernt Malm and
then, during the Russians’ first visit to Scanditronix, most of the people working in the Nuclear Medicine Division.

Different opinions exist concerning the element that gave Scanditronix an edge over its competitor. Of course, we can not ignore Galina Grachova’s point of view, simply saying that Scanditronix’ offer was technically more interesting. It is confirmed by Bernt Malm’s perception of his company’s competitive position. However, this is not incompatible with Harry Ranta Eskola’s impression that Siemens did not handle this business with enough interest or commitment.

As far as Scanditronix is concerned, although their commitment to the Russians was rather limited at first, it grew steadily.
7. THE SIGNATURE OF THE FIRST CONTRACT:  
A NEW START IN THE RELATIONSHIP

How the two interacting parties eventually came to the signature of the equipment contract and how this success stimulated Scanditronix’ people to commit even more to their new partner

7.1. DESCRIPTION

The supplier, with the help of the user, managed to convince the buyer to purchase from Scanditronix.

Despite the preferences expressed by the user, the purchasing organization might have persisted in considering Siemens’ offer. This was not the case. Siemens was eliminated at this stage of the process. However, some time later, the German Company even submitted a new offer with a revised price list to Soyuzzdravimport, but it did not help.

According to Galina Grachova, the only circumstances under which Soyuzzdravimport might have refused to take their choice into consideration was the case where the preferred equipment was far more expensive than the alternative offer. In some other cases, the import organization may have special agreements with a specific supplier, such as exclusiveness agreements, discounts,...

After having selected one of the competing offers, Soyuzzdravimport was supposed to arrange payment modalities. The payment would then be operated by the Vneshekonombank.

Scanditronix’ representatives agreed on minor price reductions. The toughest part of the negotiation concerned other terms of the contract such as the methods of payment. The users did not take part in this episode of the interaction. According to Galina Grachova, this was a crucial step in the negotiation as the Soviets usually pay only after delivery whereas Scanditronix needed cash resources to finance the manufacturing of the equipment.

The Swedish Company’ negotiators managed to impose their own methods of payment, that is a letter of credit, instead of the technique usually used by the Russians: the exchange of documents in customs.

They obtained a partial cash payment which is a standard for this kind of high-cost and custom-made equipment. Fortunately, due to Soyuzzdravimport’s experience in the import of equipment goods, this was not a problem. The contract was finally signed on March 29th 1990, only a few months after the first contacts had been initiated between the two partners, which is simply unique.
Bernt Malm thought the negotiations would take a very long time as this is how it is like in Western countries. He expected the whole process to be even slower in the Soviet Union. On the contrary, everything happened extremely quickly 1.

Shortly after the contract was signed, the same Russian representatives visited Scanditronix one more time. This time, they came together with the person who was responsible for the building. They needed to prepare the construction of the building that would contain the equipment.

Due to the restrictions still imposed by the COCOM on high technology transfers to former COMECON countries, the two partners had agreed on three different scenarios as far as the computer system was concerned. Depending on the COCOM's attitude Scanditronix would supply its customer with a more or less sophisticated computer unit:

- the best alternative was their new standard for the equipment.
- alternative number 2 was the generation before but still advanced too
- the last possibility was a common desk system, far less efficient than the two other options

Scanditronix plaid an active role in trying to get the best system for its customer. The Swedish company tried to use political contacts it had in the United States to get the whole case through and hired lawyers in the USA to defend the most sophisticated option, but it quickly realised that the Institute would never obtain it.

After having informed the customer, they started to negotiate for alternative number two. According to Bernt Malm, the negotiation still concerned the most advanced computer system ever sold to the Soviet Union under the supervision of the COCOM.

1Due to the importance and the relative urgency of the project, the Institute's people applied for the sponsoring to the central government and sent letters to different organizations to accelerate the procedure. From the very beginning, they managed to get from President Gorbachev himself, the necessary financial support. Thanks to his intervention, the required amount of money was budgeted by the Ministry of Economy and Prognoses (the former Gossplan).

He did not only help them to get the financial resources. He took a number of high priority measures that boosted the whole procedure. Even in Western countries, it takes a long of time (sometimes years) to get the permission to erect a building around a cyclotron and to effectively build it. Despite the extremely bureaucratic environment, they had the permission after two months.
The procedure did not only cost a lot of money, it also took a long time. They finally had the permission just in time, three months before the agreed delivery date.

Scanditronix’ people got deeply involved in the project and tried to assist the Soviets in different ways. They notably assisted the Institute in the purchase of specific chemicals and other equipment components that were not sold by Scanditonix such as computers and chromatographs.

Later on, they also helped their customer to further develop their contacts with scientists at Karolinska Hospital in Stockholm.

After having signed a first contract for the purchase of the PET system, the two partners engaged new negotiations about the installation and training procedure. Harry Ranta Eskola, who is one of Scanditronix’ few economists, was appointed as project leader. The Institute was to receive additional credits from Soyuzzdravimport for that purpose. This is usually the case when so complex an equipment is purchased from abroad through this Foreign Trade Organization.

Soyuzzdravimport started to negotiate in order to obtain favorable conditions for the new contract. However, as Bernt Malm puts it, “how would they be able to have a strong seat in the negotiation for the installation of an equipment which they had already bought -as the first contract, for the purchase of the equipment, was already signed- and which only Scanditronix’ people could install. Their way of doing business was aberrant”.

The Russians faced it. They started to ask questions about what the various costs included in the installation process were. They hoped to end up with enough information to sum up these inputs and determine what the price should be. “Of course, they did not get it!”

This rather unusual situation arose because two different departments of Soyuzzdravimport were involved in the business:

- one for the equipment itself;
- one for the installation of the equipment.

The installation and training contract referred to different services to be performed by Scanditronix’ people. Actually, the installation itself consists of two main activities:

- the whole equipment first has to be placed in the specially designed building
- then the equipment has to be run in and tested in order to make sure that everything works.
The training agreement referred to traineeship sessions organized for the Institute’s staffs who would operate the cyclotron and the camera. The installation and training contract was signed approximately six months after the main equipment contract had been signed. Scanditronix’ people also contributed to the design of the cyclotron building.

\[2\] Again, thanks to political pressures, the construction of the building itself was completed in less than one year. This rapidity was achieved by means of shifting workers-teams who worked twenty hours a day.

Unfortunately, not all the “by-equipment” suppliers were aware of the urgency of the project. Consequently, they had to face important delays for some essential accessories such as the control systems. At the time of our visit, the new building was still missing important elements such as lifts for example. According to Galina Grachova, these delays were clearly due to monopoly situations in some particular components combined with an increasing lack of obedience to central Soviet authorities on the part of certain Republics.
7.2. COMMENTS

7.2.1. Organizations, individuals and contact pattern

Diagram 4

At this stage, the three participants eventually came to a gentlemen’s agreement. Soyuzzdravimport accepted the users’ preference. Scanditronix’ representative then had to handle all the administrative exchanges with Soyuzzdravimport. The Institute was not involved in this part of the negotiation.

Siemens is still represented on the diagram. They tried to revise their offer to Soyuzzdravimport during the last stage of the decision-making process. However, it did not change the outcome.

At this stage of the relationship, due to the need to perform the actual transfer of the equipment, the supplier and the customer-user regularly met each other. More individuals got involved in the relationship as new developments occurred. This is particularly true for the Institute. In previous exchanges, three individuals had been handling all contacts with Scanditronix, but for the installation and the training procedure, new tasks appeared which required other competences.

On the diagram, the two black arrows going from Scanditronix to the Institute stand for the two contracts that were actually signed: one for the equipment and one for the installation and the training procedures.
7.2.2. Commitment and adaptation

We are far from the initial scepticism on the part of Scanditronix’ representatives. Now they do not only show interest and commitment to the users, they really seem to try their best to contribute to the user’s comfort. Many individuals performed various activities in favour of the customer. Although it was in a strong position, Scanditronix also gave the Russians adapted payment modalities for the installation and training contract.

The representatives from Soyuzzdravimport also adapted their way of doing business. In a way they had no choice as far as the installation contract was concerned. However, they also made numerous concessions for the equipment contract.
8. THE RADIO-CHEMISTRY CONTRACT AND OTHER DEVELOPMENTS

Mutual understanding, confidence and regard have become such that the two partners find other fields of common interest and new business opportunities. This is how the customer even becomes a supplier of Scanditronix.

8.1. DESCRIPTION

During the installation process and the training of the Russian scientists, Scanditronix representatives became aware of the high level of competence of the Russian scientists.

Lars Erik Nilsson, one of Scanditronix’ chemists, as well as other experts involved in the installation process, described the Russians as being “very competent scientists” and suggested to involve them in a research project.

Bernt Malm had already considered the possibility of a cooperation in the early stages of the discussions, before any contract was signed. Indeed, he knew how important it is for Russian scientists to have cooperation agreements with Western partners. Although no collaboration agreement had been included in the contract, Scanditronix representatives had promised to promote cooperation.

An opportunity to promote cooperation arose shortly after they started to have contacts with the Institute. At that time, Scanditronix had contractual duties to deliver two radiochemistry syntheses to the United States. However, they feared to have neither the time, nor the capacity to fulfill these orders. In autumn 1990, they considered to have the job done by the Russians.

Harry Ranta Eskola then took the initiative to propose a cooperation agreement to the Institute of the Human Brain, knowing that the Russians would be interested. The idea was to have the Soviets develop a technology for the synthesis of radiochemistry chemicals. They would then sell their intellectual rights on it to Scanditronix, which would produce and market it.

Although he did not have any knowledge in the field of radiochemistry, Harry Ranta Eskola got involved in the negotiation of the contract as he already knew the scientists from Leningrad. He knew how to work with them and had built up personal contacts on the occasion of the first contract.

Dr Korsakov, the chief of the radiochemistry laboratory, visited Scanditronix in the beginning of 1991. After 3 days of negotiation, the contract was signed.
Once the contract was signed, one of Scanditronix’ radiochemists was made responsible for the project. Two other radiochemists also got involved in the implementation of the contract.

The two partners still had to agree on the payment modalities. Since the Russians wanted to avoid their incomes in hard currencies to be appropriated by the State, they agreed with Scanditronix to be paid in the form of deliveries of equipments and chemicals. 100% of the contract was paid that way.

The Russians started to work on the project in the beginning of 1991. They worked very independently. One of Scanditronix’ radiochemist visited them three times in order to monitor the project and make sure that they would meet the specifications.

Three Russian radiochemists other than Korsakov, the project leader, also visited Scanditronix shortly after the signature. In July 1991, the four Russian radiochemists involved in the project visited Scanditronix for an intermediate presentation of their findings. The whole process took place in English. However, two of the Russian radiochemists already started to speak Swedish after two months.

In order to facilitate contacts which were taking place weekly, the Swedish Company provided the Institute with a fax machine.

The project was finalized at the end of August 1991. Scanditronix’ radiochemists were extremely satisfied with the results. They consider the radiochemistry group of Saint-Petersburg as one of the most talented of the world.

As a consequence, Scanditronix decided to involve the Russians in other projects. Real collaboration is now taking place between them as well as between the Institute and Karolinska Hospital. Scientists from the Institute are, for instance, regularly making acceptance tests on the equipments installed by Scanditronix all over the world. “And Scanditronix is willing to further develop cooperation with them” says Bernt Malm.

The two institutions thus benefit from each other’s experience. In addition to these scientific cooperation agreements, the two partners have started to develop more informal and sometimes private contacts. Harry Ranta Eskola and Bernt Malm have been invited on different occasions in Russia.
8.2. COMMENTS

8.2.1. Organizations, individuals and contact pattern

Diagram 5

The Russians’ willingness to develop technical cooperation became reciprocal when an opportunity to involve them in the development of two radio-chemistry synthesis arose. This was more than a simple information or experience exchange. Scanditronix sub-contracted this business for which they had contractual duties. The technical interaction between them has become so intense that the partner that was initially regarded as the customer supplies Scanditronix with advanced technology products. This is symbolized by two arrows: from the Institute to Scanditronix and from Scanditronix to one of its users.

In this new deal between the two main participants, everything is done to keep the State out of the process in order to avoid an undesirable taxation of the possible financial exchange. In the diagram, Soyuzzdravimport is isolated.

8.2.2. Commitment and adaptation

From the very beginning, the Russians were extremely keen at cooperating with Western partners. We have also pointed out, in all previous sections, how the relationship developed through time and how more and more individuals with different specialties got involved in it. The technical exchanges were always an important part of this process. Consequently, the Swedes noticed how talented their counterparts were.
previous occasions. **Basically,** the contact pattern that involved nearly all individuals from the Nuclear Medicine Division, was now spread to new people on Scanditronix’ side, but they made sure somebody would ensure the continuity.

At the time we completed our last interviews at Scanditronix, the atmosphere between the different participants was such that they increasingly had informal contacts with each other.
9. ULTIMATE COMMENTS AND SYNTHESIS

9.1. Individuals

All along this case study, we have repeatedly stressed the importance of certain individuals, sometimes working in the shadow of the different institutions directly or indirectly involved in this business. To complete our description of these actors’ roles, here is a general representation of the contact pattern linking them all together. Please refer to the core of this paper for additional comments:

Diagram 6

9.2. Dealing with a dual customer

As we mentioned before, Scanditronix had to deal for this business with two different organizations at the same time. We refer to them as the "customer-buyer" and the "customer-user".

Not unexpectedly, and although these two parties constitute a single source of interest, their basic requirements differed. On the one hand, the customer-user clearly puts the emphasis on the quality and the technical characteristics of the equipment, whereas on the other hand, the customer-buyer was more sensitive to price and payment methods.

This dual situation might have led to some conflicts during the negotiation process. This is illustrated in the following diagram:
However, this was finally not a major problem. The whole process comprised two main negotiation steps. The first step consisted in convincing the user that Scanditronix’ equipment met its requirements. This part of the deal basically consisted of scientific information exchanges. The next diagram illustrates this step:

Once the negotiations with the customer-user concerning the technical characteristics of the equipment were successfully completed, Scanditronix started the negotiations with the customer-buyer, whose objective was to obtain competitive prices and payment modalities.

From a formal point of view, the customer-user supported the customer-buyer in this process. This is illustrated in the following diagram.
However, from an informal point of view, Scanditronix representatives noticed that the customer-user had now become a very helpful ally. Actually, the Institute’s representatives played a crucial role in completing the second step of the deal. Using the quotations and technical informations provided by Scanditronix, they stressed their preference for the Swedish Company. Scanditronix was thus in a powerful position to negotiate the financial aspects of the contract. This is illustrated in the following diagram.
9.3 “Stimulus” marketing

The aim of the following diagram is to illustrate how Scanditronix’ behavior evolves from an attitude characterized by
- a low commitment,
- the absence of direct exchange,
- a small amount of people involved, towards potential customers,

to an attitude characterized by
- a high commitment,
- a strong interaction,
- and a large amount of people involved, towards a given potential customer.

Diagram 11

The purchase of a cyclotron constitutes a major investment which involves a large amount of money. This purchase implies a long process, usually lasting...
more than one year, during which the decision-makers gather as much information as possible in order to make a decision.

The cyclotron is a highly technically sophisticated equipment aimed at specific scientific utilisations. This implies that the choice of a supplier is, in most cases, made by scientists on the basis of the technical characteristics of the equipments.

In order to do this, the decision-makers have access to different sources of information which are either internal or external to the suppliers:

**Internal source:**

- Suppliers provide the decision-makers with technical documentation as well as presentations by representatives of the Company.

**External source:**

- The scientific literature often provides relevant information, as scientific articles mention the equipments used for experiments or scientific activities.

- Contacts between scientists constitute a major source of information. These take place both on a very unformal way, like in the case of a telephone conversation, and in a formal way, in the framework of a congress gathering specialists from a given field.

Scanditronix’ attitude towards the potential users of PET equipments is characterized by its absence -Scanditronix does not actively try to approach them- and thus does not develop direct interactions with potential business partners. Very few people are involved in the marketing of Scanditronix’ equipments.

Scanditronix largely relies on the “jungle telegraph” phenomenon. Indeed, as cyclotrons are aimed at specialized medical applications, users of this equipment consist of a small community of closely linked scientists working in large hospitals and medical research centers. This can be illustrated by the contacts between Bechtereva Medvedev (Institute for Experimental Medicine -Saint-Petersburg), Henri Wagner (John Hopkins Hospital-Baltimore), and Professor Videen (Karolinska Hospital-Stockholm), and the role these contacts plaid in the purchase by the Institute of the Human Brain of a cyclotron from Scanditronix.
In the case of the Saint-Petersburg contract, the “jungle telegraph” played a dual role:

✓ According to Bernt Malm, both Professor Wagner and Professor Videen advised Scanditronix’ equipment to the Russian scientists with whom they had contacts.

Professor Videen informed Scanditronix twice of the existence of an opportunity in Leningrad. This played the role of a stimulus for the Swedish Company. From that moment on, it started to show commitment towards the potential user, and involved still more people in the process. When the contract was signed, a lot of people from Scanditronix got involved in the production and installation process. As Bernt Malm states it, “Nearly everybody at the Nuclear Medicine Division has been involved in the Leningrad contract.”

The high degree of sophistication of the equipment and the need for custom-made solutions required the development of a strong interaction between both actors. This interaction was reinforced during the implementation process of the two first contracts. This interaction has lead to the development of cooperation agreements between both partners.
## 9.4. Synthesis diagram

The following diagram summarizes the different episodes of the interaction between Scanditronix and the Institute of the Human Brain.

<table>
<thead>
<tr>
<th>Episodes</th>
<th>Information sources and communication means</th>
<th>Number of individuals involved on Scx' side</th>
<th>Attitudes, actions of the supplier</th>
<th>Perception, understanding of the situation</th>
<th>Commitment, implication, adaptation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A new potential partner arises</td>
<td>Scientific magazines; network of specialists</td>
<td>None</td>
<td>Close to passivity; merely sends written material</td>
<td>Low expectations; preconceived ideas</td>
<td>No commitment at all; &quot;wait and see&quot;</td>
</tr>
<tr>
<td>The first direct contacts</td>
<td>Written material; short presentation of the equipment</td>
<td>One and a half</td>
<td>Pays a short visit with general presentation</td>
<td>&quot;No hurry&quot;-attitude; doubt; &quot;just in case&quot;-actions</td>
<td>Low commitment; courtesy</td>
</tr>
<tr>
<td>A major change occurs in the contact pattern</td>
<td>Extended information exchanges; Scx' rep. visit Leningrad</td>
<td>Two</td>
<td>Real negotiations are engaged; visits take place more often</td>
<td>Growing confidence regarding the outcome</td>
<td>Real implication in the marketing process</td>
</tr>
<tr>
<td>A new start in the relationship</td>
<td>Both partners visit each other's premises several times</td>
<td>Nearly all the Nuclear Medicine Division</td>
<td>Extended after-sales services; involvement in the installation process</td>
<td>Awareness of the partner's scientific value</td>
<td>Scanditronix' rep.'s become fully involved in the business</td>
</tr>
<tr>
<td>The radio-chemistry contract and other developments</td>
<td>Regular visits; use of a fax</td>
<td>The Nuclear Medicine Division + others</td>
<td>Proposes further cooperation; subcontract R&amp;D project</td>
<td>Confidence; greed for further cooperation</td>
<td>Enrolment in Scx' network; social exchanges; scientific cooperation</td>
</tr>
</tbody>
</table>
10. CONCLUSION

We hope this case study will have provided the reader with a clear insight in the development of a business relationship in the former Soviet Union. This case is only an example. The main ingredients of Soviet foreign trade structures, that is the Foreign Trade Organizations, are represented. When the participants’ roles seemed to differ from standard procedures, we have tried to stress in what sense and for what reasons.

The network approach seems to us to be particularly relevant here as Scanditronix’ network of contacts in the scientific community certainly plaid a role in the company’s success.

The first contacts between Scanditronix and the users were initiated thanks to this network; later, the Institute’s decision to purchase from Scanditronix was definitely influenced by the user’s willingness to come closer to Scanditronix’ network of users; and this willingness was finally materialized through different cooperation agreements and contacts between the Institute of the Human Brain, Karolinska Hospital, Uppsala University and Scanditronix.

Besides the amount of money it represents, this business in Saint-Petersburg was important for Scanditronix as they consider it to be advantageous in the perspective of future business opportunities in the former Soviet Union.

However, they realize that in the short term, major orders from Soviet institutions are unlikely to take place as they have more and more difficulties to find the necessary hard currencies. As Bernt Malm puts it, “Anyway, there is very little chance that another PET system be purchased in the Soviet Union in the near future”.

Apparently Russian companies are again trying to manufacture a PET system.

Today Scanditronix is waiting for new opportunities to arise but it still does not have any active marketing strategy in the former Soviet Union.
References


